

GOALS AND OBJECTIVES

GOAL # 1 MAKE THE STATE CHARTERS THE CHARTERS OF CHOICE

Objective 1.1 Establish competitive fee structures

- **Annually evaluate the existing fee structure for each regulatory division of the department to ensure competitiveness, sufficiency and cost recovery**
- **Any fee increases identified requiring legislative action shall be justified on the basis of cost recovery and submitted to the Revenue Maximization Oversight Authority by June 1 of each year.**

Objective 1.2 Be competitive in Providing Powers, Activities, and Products available To our financial institutions

- **Annually review existing statutes, rules, regulations, and bulletins both State and federal, to determine if amendments are needed in order to expand powers, activities, and/or products for our regulated entities.**
- **Provide Legislative recommendations to Legal Division by June 1, of each year.**
- **Meet periodically with Commerce and Insurance to determine any impediments to expansion of powers, activities, or products for our regulated entities.**
- **Hold periodic meetings with the Credit Union Task Force members to have open dialogue on expansion of powers needed to maintain competitiveness.**
- **Hold periodic meetings with Banking Division's industry groups to have open dialogue on expansion of powers needed to maintain competitiveness.**

Objective 1.3 Reduce Regulatory Burden

- **Review the state statutes, rules, regulations, and bulletins established for the Bank, Credit Union, and Compliance Divisions to determine if all of the above are user friendly and are worded in easily understood English.**
- **Provide legislative recommendations to Legal Division by June 1st of each year.**
- **Issue all licenses, charters, certificates of authority, and approvals for expanded activities within statutory or self-imposed time frames.**

- Continually review examination and application procedures in each division to eliminate and/or further reduce unnecessary or particularly burdensome requirements.

Objective

1.4 Ensure a timely, fair, and effective supervision and regulation program.

- Develop a plan for reducing the time to initiate enforcement actions to correct regulatory violations.
- Conduct an off-site review of each state bank quarterly.
- Continue a quarterly, off-site monitoring and review program for all state-chartered credit unions.
- Maintain a visitation program on banks and credit unions.
- Maintain a Field-of-Membership database of all state-chartered credit unions.
- Maintain an effective and timely Compliance Division examination follow-up program.
- Draft a Compliance Division policy and procedures manual.
- Update and deliver annually the department's Business Resumption Plan following the requirements in the Statewide Business Resumption planning Guide. Deliver this plan to TEMA by July 1 of each year only if updates are made to the plan.

GOAL # 2

MAINTAIN THE DEPARTMENTS' EXCELLENT REPUTATION AND CREDIBILITY.

Objective

2.1 Provide quality training and continuing education programs for all department staff.

- Provide timely and comprehensive training through the various state and federal organizations and associations, colleges and universities, and the State's Department of Personnel.
- Continue to provide salary incentives to staff who satisfactorily achieve professional designations.
- Continue to train the staff in areas of specialization – trust, electronic data processing etc.
- Require and budget for supervisory and performance management training for all employees with supervisory responsibilities.

Objective	<p>2.2 Maximize the utilization of staff</p> <ul style="list-style-type: none"> • Annually review each employee's job classification and assigned duties to determine if the job classification and pay grade are appropriate given the duties assigned to each particular employee and request adjustments as deemed necessary. • Acknowledge quality work and achievements by staff. Research the possibility of staff receiving performance bonuses. • Annually perform a survey of salary comparisons, as required by statute, and try to establish more competitive salaries for department position classifications comparable to contiguous states and federal agencies similar caliber and capacities. • Continually emphasize the importance of the employee evaluation program and provide timely performance feedback to all employees. • Maintain an adequate volume of well-trained examining staff. • Provide a flexible Work environment for employees.
Objective	<p>2.3 Maintain professionalism within the department</p> <ul style="list-style-type: none"> • Maintain the CSBS and NASCUS accreditation status. • Maintain a volume of accredited /certified personnel within the department.
GOAL #3	<p>IMPROVE PROCESSES THROUGH EFFECTIVE TECHNOLOGICAL ADVANCES/PHYSICAL RESOURCES AND INNOVATION.</p>
Objective	<p>3.1 Utilize digital strategies consistent with the Statewide Digital Strategy Directional Documents standards</p> <ul style="list-style-type: none"> • The MAC Committee will meet on an as needed basis to address various Technology Issues.
Objective	<p>3.2 Review the Department's Utilization and Presence on the Internet.</p> <ul style="list-style-type: none"> • Place a sample of all Compliance Division application forms with instructions on our Internet Home Page. • As applicable, Place all bulletins and other forms issued and in effect by the department on our home page • Investigate the possibility of placing interactive forms on the Home Page.

Objective	3.3 Maximize our physical resources <ul style="list-style-type: none"> Assess equipment needs (including computer hardware and software) annually, eliminate unnecessary purchases, and budget for timely acquisitions, including appropriate inclusions in the Annual Information Systems Plan. Study and evaluate, biennially at a minimum, the office staff capacity, physical location, furniture and fixtures, and parking facilities for the main departmental office location, as well as each satellite office, to determine sufficiency. Coordinate with the CEG prior to renewing any office leases.
Objective	3.4 Improve departmental information accessibility <ul style="list-style-type: none"> Improve Management information reports within the Divisions. Improve and enhance department's database of financial institution information.
GOAL #4	MAINTAIN EFFECTIVE COMMUNICATIONS WITH THE PUBLIC AND PRIVATE SECTORS
Objective	4.1 Improve Communications via the departmental newsletters <ul style="list-style-type: none"> Develop a quarterly newsletter for the Compliance Division similar to the one currently published by the department for the Bank Division.
Objective	4.2 Improve communication through the use of regular meetings and forums. <ul style="list-style-type: none"> Continue periodic industry representative group meetings for the Bank and Credit Union Divisions with the Commissioner, Assistant Commissioner, and staff (both office and field) Hold annual planning meetings with federal and other state regulatory or licensing agencies to discuss the scheduling of examinations, general supervision of the regulated entities, strategic plan objectives and strategies, and emerging issues and trends. Establish and/or maintain contacts and hold periodic meetings with the various financial institutions associations and state agencies to discuss current issues of common interest and concern. A few of these agencies would be the Tennessee Bankers Association, the Department of Commerce and Insurance, Attorney General's Office, THDA, HUD, Consumer Affairs, and The Credit Union League, DHS, etc.

- Provide new forums for consumer education, including providing or referencing some consumer education pamphlets on our Internet home page and other distribution channels.
- Be active in legislative matters and meetings pertinent to the financial institution industry and maintain Legislative Liaisons.

Objective

4.3 Improve communications through staff exposure and staff involvement.

- Hold an annual departmental conference for all field staff to provide open forum for discussing matters of relevance to all staff.
- Conduct semi-annual meetings with all office staff.
- Hold weekly meetings between the Legal Division and the Credit Union Office Staff, Compliance Division office staff, and Bank Division office staff, respectively, to update/discuss matters of common concern or joint work efforts.
- Conduct periodic meetings between the office staff, field supervisory staff, and the field staff to update/discuss matters of concern and interest.
- Issue a quarterly newsletter to all staff of the department.
- Involve field staff, when feasible, in planning and implementation process of major changes in departmental policy and procedures.

Objective

4.4 Improve communication through Self Evaluation

- Create a system to measure the department's performance in regard to responses, communications, and other dealings with the public and our regulated entities.
- Conduct periodic surveys to determine staff satisfaction with department management.
- Review and analyze results of all staff surveys. Then meet with staff to discuss negative findings to determine problems and resolutions.
- Conduct call/visitation program with our regulated entities.
- Utilize departmental newsletter and the Internet as sources to solicit comments/criticism on our communication effectiveness.